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ABSTRACT

Most organizations find it difficult to implement change, and only about 10 percent of learning from training and development experiences is actually applied in the workplace. This book advocates facilitation as a means of enhancing change and increasing productivity. Facilitation engages employees by enhancing the processes associated with their tasks; encourages managers to listen to employees and clarify tasks through questions rather than directives; develops and reinforces open and participative environments; and promotes ownership and responsibility among employees. Nine chapters cover defining best practice, discussing the basics, differentiating the dimensions, diagnosing the situation, designing the program, delivering the experience, debriefing the learning, disembarking the clients, and dealing with difficulties. Essential elements for facilitating learning experiences include: the desire to make things easier for clients; knowledge of a variety of learning experiences; understanding of one's own beliefs and ethical roles as a facilitator; discussion with clients about the reflection process; questions and guided discussion; effective listening and appropriate feedback; basic theories about group development, problem solving, and decision making; needs assessments with multiple sources, methods, intelligences, learning styles, and "miracle questions"; program design, including sequencing, logistics, and contingency plans; frontloading and framing the experience; funneling, obtaining permission, and solution-focused questioning; goal setting, action planning, and emphasizing metaphors; and dealing with difficulties. The conclusion discusses balancing competencies in facilitation, clients, and experiences. (Contains 21 references, a glossary, and an index.) (TD)

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